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DINNER
TO
ROBERT CLAY SUDLOW

On the occasion of his retirement as

GENERAL MANAGER OF BURROUGHS WELLCOME & CO.

AND

THE ANNOUNCEMENT OF HIS SUCCESSOR

Chairman

HENRY S. WELLCOME

SEPTEMBER 14TH, 1905

THRONE ROOM, HOLBORN RESTAURANT, LONDON

"The crown and glory of life is Character. It is the noblest possession of a man, constituting a rank in itself, and an estate in the general goodwill."

Smiles.

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DINNER

TO

ROBERT CLAY SUDLOW

The Chair was occupied by HENRY S. WELLCOME, Esq., and he was supported by Mr. R. C. SUDLOW, the guest of the evening, Mr. G. E. PEARSON, Dr. POWER, Dr. DOWSON, and more than 100 employees, including members of the management, heads of departments, and representatives of the various sections of the business at home and abroad.

SPEECHES

The toast to the King was duly honoured.

TOAST TO MR. ROBERT CLAY SUDLOW

The CHAIRMAN: Gentlemen, we have met to-night to do honour to, and to commemorate a quarter of a century of distinguished service by our friend Mr. Sudlow. (Applause.) For these many years Mr. Sudlow has administered the affairs of our firm, with its vast interests extending to the uttermost parts of the earth, with an efficiency that has contributed immensely to the success of our undertakings. Always with the utmost loyalty and devotion, he has guarded the interests entrusted to him, carrying out with all his might the firm's plans for the development of this great scientific business. He has interpreted with sympathy and with wisdom the firm's policy of considering the welfare of all their employees under his direction—(applause)—from the humblest to the highest, and this with absolute fairness and justice. He has won and he holds the fullest confidence and the most affectionate regard of the firm and of every employee of the firm—(hear, hear)—and, I believe, likewise of everyone with whom he has come into contact, either in business or in social life. True and trusty in every fibre—that is my experience of Mr. Sudlow during this quarter of a century. (Applause.) Never sparing health, strength or convenience in doing his duty, often I have found it necessary to drive him away from his desk, to send him abroad to take the rest and recreation he needed, to properly safeguard his health.



ROBERT CLAY SUDLOW

(Addressing the Guest of the evening) Mr. Sudlow, to commemorate this quarter of a century of your great services, I have caused to be designed and struck a special gold medal bearing a representation of your features—so dear to us—with the motto :—

HONORATUS FIDUSQUE,

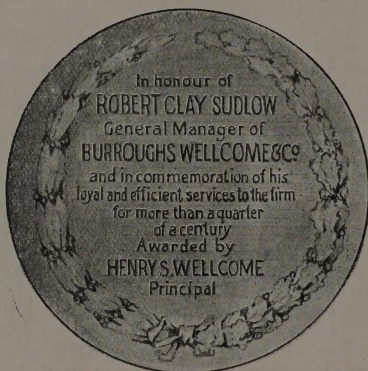
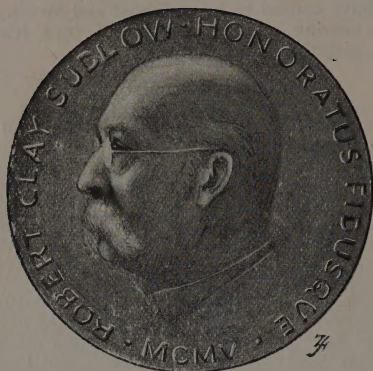
which, interpreted, is “Honoured and Faithful”—(loud applause)—and bearing also the inscription :—

“In honour of ROBERT CLAY SUDLOW, General Manager of BURROUGHS WELLCOME AND Co., and in commemoration of his loyal and efficient services to the firm for more than a quarter of a century. Awarded by HENRY S. WELLCOME, Principal.” (Loud applause.)

During the past two or three years it has been painfully evident to us all that Mr. Sudlow's health was giving way, and for some time he has been urging upon me his resignation. I have tried my utmost to avert it, but I am grieved to say a crisis has been reached in the state of his health that now renders the acceptance of his resignation necessary for his well-being. I cannot find words to express how deeply I regret this climax.

And now from a sad to a brighter strain. As successor to Mr. Sudlow I have selected from amongst our own staff a young man of exceptional abilities and with a wide range of experience. I do not fear youth when it is well balanced, and Mr. Sudlow has aided me in the selection of his successor, Mr. George E. Pearson. (Loud applause.)

Another bright strain is the fact that I have persuaded Mr. Sudlow not to sever his connection with the firm, and that he has accepted the new and highly honourable and responsible position of Treasurer to the firm, a position involving less strain. And I have made him understand that he is to be the exception from our rules, and that it will be his first duty to take life easily and not to keep office hours. I know it will be very hard for Mr. Sudlow to take life easily after his strenuous quarter of a century. It is a very precious thing to us to secure continuance of his association and to have the benefit of his counsel. He has earned rest, and may God bless him and preserve him to continue with us to the end of our lives. (Loud applause.) Gentlemen, I ask you to drink with all heartiness and enthusiasm to our good friend and general manager Mr. Sudlow.

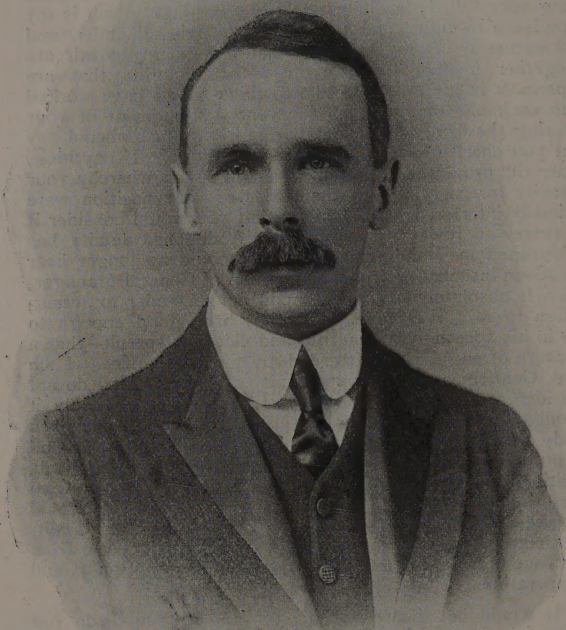


Obverse and Reverse of a
GOLD COMMEMORATION MEDAL
specially designed and struck in honour of
ROBERT CLAY SUDLOW

The toast was pledged with great enthusiasm followed by the singing of "For he's a jolly good fellow," and rousing cheers.

MR. ROBERT CLAY SUDLOW, who was evidently much moved, on rising to respond, had a most intensely gratifying reception. He said : Mr. Wellcome and Gentlemen,—It has been said that "out of the abundance of the heart the mouth speaketh," but surely there are occasions when the heart being very full, it is difficult to say anything. Such is my experience to-night, and I am sure you will all understand and excuse me if my speech is halting and my words are altogether inadequate to express the thoughts that are uppermost in my mind. I like to think that I have worked with each one of you from the very first moment of your entering the firm, and I speak from experience when I say that you cherish a very high ideal of service. If anything, under the providence of God, were to happen whereby your capacity for carrying out the duties of your position were seriously interfered with, I know that you would consider it necessary to review the situation. A double calamity has fallen upon me ; and realising that I could no longer bear the strain inseparable from the position of General Manager, I felt it absolutely incumbent upon me to tender my resignation to Mr. Wellcome. He has been good enough to say in his speech—his beautiful and eloquent speech—that a measure of success has attended my tenure of office. I am glad, Gentlemen, of this opportunity of saying that I do not consider myself entitled to any of the credit. Mainly it belongs to Mr. Wellcome himself. He has always been ready to give me advice in cases of difficulty, and encouragement when depressed by the responsibilities of my position, and had it not been for that kindly help and encouragement, the success that he has referred to could not have been achieved. The balance of the credit, Gentlemen, belongs to you, for always I have received from everyone of you the most loyal, the most hearty support and co-operation.

It would be absurd for me to pretend that I do not relinquish the position of General Manager without a very keen feeling of regret. But there is a very bright side, Gentlemen, to this picture, and the bright side I would rather dwell upon. I am making way for a man who, in my opinion, is pre-eminently fitted to occupy the position. Mr. Wellcome in choosing Mr. Pearson has made a selection which, as usual with him, is very wise, a selection, I venture to say, that will enhance the interests of the firm and will help forward materially the growth and development of this



GEORGE E. PEARSON

great business. I should like to be the first to congratulate Mr. Pearson upon his appointment, and to wish him all that he can possibly wish for himself, and just a little more. (Applause.) And I promise him that I will give him all the advice and assistance that, perhaps, from my long experience I shall be able to afford. (Applause.)

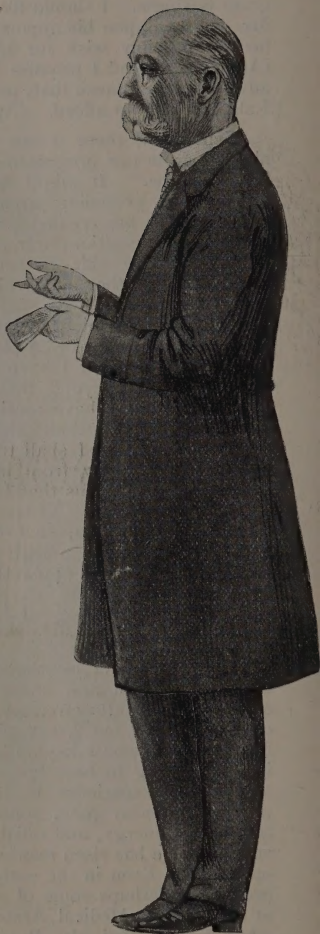
Gentlemen, there is one word very conspicuous by its absence from our programme to-night: "Dinner to Robert Clay Sudlow." It might have been "Farewell Dinner," but by the exceeding great kindness of our chief, Mr. Wellcome, he has created for me a new position, and I have accepted that position, because I do feel conscientiously that I may still be able to render him service. There is, Gentlemen, another and a higher sense in which I shall be your "Treasurer." I shall treasure the remembrance of this evening, a dinner conceived and carried out by Mr. Wellcome in honour of an old servant. I shall treasure this exquisite medal that I have received to-night at his hands, but above and beyond these I treasure the innumerable kindnesses that I have received at Mr. Wellcome's hands. This new appointment is the last of them, but it is by no means the least. I shall treasure, Gentlemen,—and I say this also absolutely from my heart—I shall treasure the delightful associations that I have had with each one of you for so many years. These are memories and these are treasures, Gentlemen, that to me are absolutely priceless, and I shall take them with me till time shall be no more. (Loud and prolonged applause.)

TOAST TO MR. GEORGE E. PEARSON

The CHAIRMAN: Gentlemen, I have spoken of the past. Now we open a new chapter in our history. The past quarter of a century represents only the first stage in the development of our great mission. As General Manager, Mr. Pearson, who takes up his new duties to-morrow morning, will bring to bear upon his position not only valuable and varied experience in the firm's work at home and abroad, but also good, sound, technical knowledge. Thoroughness, energy, and reliability, have characterised all his actions. He has risen manfully to each responsibility placed upon him. Even in the early days of his career he showed promise. Perhaps some of you may remember the incident at the British Medical Association Exhibition, at Carlisle, when I instructed Mr. Pearson to fetch live codfish from the North Sea, and to bring them alive. Mr. Pearson brought them. (Laughter.) All the powers seemed to be

TWENTY-FIVE YEARS' GROWTH.

This graphic representation shows the increase in Burroughs Wellcome & Co.'s staff during Mr. Sudlow's quarter-century of association with the firm. His miniature portrait at the foot of this page represents the staff he controlled twenty-five years ago, in comparison with the portrait on the right, which, in proportionate size, indicates the immense growth which has taken place during the quarter-century. The staff now numbers over 1,300.



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THEN

NOW

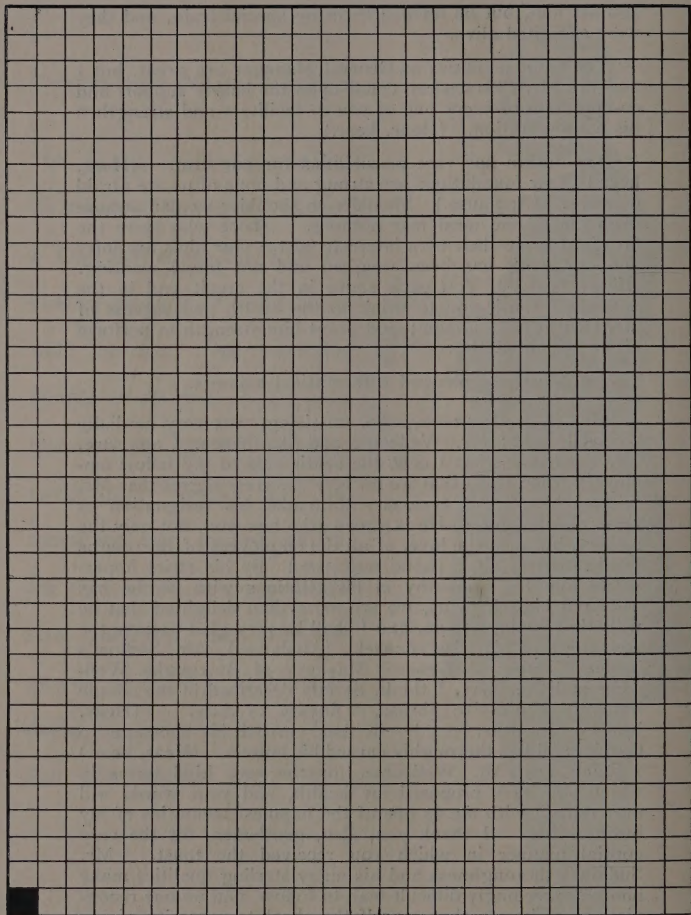
against him, but he fetched them by special train, and they were exhibited alive.

The responsibilities of General Manager are great, but I am sure Mr. Pearson can count upon the hearty support and co-operation of every one of you to facilitate and strengthen his administration. (Hear, hear.)

The future has vast possibilities for our firm. (Hear, hear.) Our foundations are strong and none of us are afraid of work. (Applause.) Shoulder to shoulder we can accomplish much, and need fear nothing. Those who serve the firm best serve their own interests best. Our aims are lofty and our work has been weighed and not found wanting. (Hear, hear.) You each share in the credit and in the honours. I ask you to drink to the health and success of Mr. George E. Pearson ; God grant him strength to perform his important duties.

The toast was pledged with musical honours.

MR. G. E. PEARSON, who, on rising, was very cordially received, said : Mr. Wellcome and Gentlemen, I am sure, Mr. Wellcome, that I echo the sentiments of my fellow employees when I say that we all very sincerely regret that Mr. Sudlow has felt it necessary to tender his resignation as General Manager. He is a man who has won, not only the respect, but also the love, of all the employees of Burroughs Wellcome and Co. (Loud applause.) By his strict impartiality and his sympathy in his relations with us, he has endeared himself to us, we are more than delighted that he will still remain with us, and I shall be very glad to have the advantage of his wise counsel. (Applause.) Mr. Sudlow's business career as General Manager of Burroughs Wellcome and Co., may, I think, be fitly described in the simple but very expressive phrase, "fidelity to duty." (Hear, hear.) In other words, he has carried his message to Garcia, and has thoroughly earned his laurels. (Hear, hear.) I thank you, Mr. Wellcome, for the very kind terms in which you have proposed my health, and your words will ever remain with me as one of the happiest memories of my business life. I thank you, also, gentlemen, for the very cordial manner in which you received the toast. Mr. Sudlow's thoroughness and his many sterling qualities make him an exceedingly difficult man to follow, and no one recognises more keenly than myself the absolute necessity of our pulling together, and how very dependent I shall be upon your goodwill and hearty co-operation. The firm's interests and our interests are mutual, and I am sure you all appreciate



GRAPHIC REPRESENTATION OF THE INCREASE IN THE FIRM'S PREMISES DURING THE QUARTER-CENTURY. The small black rectangle represents the premises occupied when Mr. Sudlow joined the firm. In twenty-five years the premises occupied have increased more than 800 times, as represented by the white rectangles above.

that by combining our efforts we shall secure quicker and surer results than by individual efforts. I, therefore, confidently rely upon your full support and co-operation in carrying out the duties entrusted to me by the firm. We all know the firm's active interest in welfare work. I am keenly interested in that work, and it will be my aim and endeavour to promote it to the best of my ability. I thank you Mr. Wellcome and gentlemen. (Loud applause.)

CHEMICAL AND PHYSIOLOGICAL RESEARCH

The CHAIRMAN : Gentlemen, this is a family gathering to-night, a representative assemblage of those associated with the firm. Outside of the immediate family we have with us also representatives of my private research institutions, which are so closely and intimately allied with us. They are presided over by those two brilliant and distinguished men of science, Dr. Frederick B. Power and Dr. Walter Dowson—(applause)—assisted by their highly qualified staffs. As you know, these institutions are absolutely separate and distinct from Burroughs Wellcome and Co., and are under separate and distinct direction, although they carry out a large amount of important scientific work for the firm. We are all of us immensely sympathetic and deeply interested in their work, and I felt that you would desire to have them join with us to-night in paying tribute to our friend, Mr. Sudlow, and I am sure that it is a pleasure to them to be here on this occasion. I ask you to drink to Chemical and Physiological Research, associating therewith the names of Dr. Power and Dr. Dowson. (Applause.)

DR. FREDERICK B. POWER, DIRECTOR WELLCOME CHEMICAL RESEARCH LABORATORIES : Mr. Wellcome, Mr. Sudlow, and Gentlemen, on behalf of the Wellcome Chemical Research Laboratories I desire to thank you, Mr. Wellcome, most sincerely for the eloquent tribute you have paid to them. And I appreciate this all the more as an expression of the appreciation of their founder, and of one whose interests it is our greatest pleasure and honour to serve.

I can scarcely realise that nearly ten years have passed since with Mr. Wellcome, Mr. Sudlow, and many others with whom I have enjoyed happy association during the intervening years, we met together in a room in this building by the kind invitation of Mr. Wellcome, to formally inaugurate the Wellcome Chemical Research Laboratories. I can also not forget that being a stranger at that time in London, one from whom I received, amongst others, the warmest greeting was the distinguished guest of the evening. (Applause.) And I should like to bear testimony to the fact on this

occasion, that, during these years, he has ever shown the deepest interest and the greatest sympathy in the work which we have been conducting. I feel that it would be quite inopportune, gentlemen, at this time, to enter into any details respecting the work of the Chemical Research Laboratories, but I desire to say that what they have accomplished is due in a very large measure to the exceptionally able, enthusiastic, and noble staff of associates that it has been my good fortune to possess during these years and to their faithful service. I feel that in the work which we may hope to accomplish in the future our greatest reward and our greatest satisfaction will be to continue to receive the approbation of the founder of the laboratories himself, and may we strive to emulate to some extent the faithfulness of service and devotion to duty which are such predominant characteristics of our good friend Mr. Sudlow. (Loud applause.)

DR. W. DOWSON, DIRECTOR WELLCOME PHYSIOLOGICAL RESEARCH LABORATORIES : Mr. Wellcome, I thank you most sincerely, both for myself and on behalf of my colleagues, for the very kind words which you have spoken about the Wellcome Physiological Research Laboratories. I feel that we make at times, perhaps rather often, large drafts upon your sympathy. I am sure you give us abundant evidence of your sympathy. I am also very pleased, indeed, to have this opportunity of trying to say what we feel about Mr. Sudlow. It is now some eight years since I had the pleasure and privilege of becoming acquainted with Mr. Sudlow, and from that time to this, I, and we all, have experienced nothing but kindness from him. Whenever I have gone to him, no matter what the occasion might be—whether to make a suggestion or to ventilate a grievance, real or imaginary—it has always been the same, one has always met with the same readiness to give kindly advice and sympathetic counsel ; and I wish Mr. Sudlow long life and happiness. I also wish you long life and happiness, Mr. Wellcome. (Loud applause.)

THE FIRM'S EMPLOYEES

The CHAIRMAN : Gentlemen, I want to propose that dear old toast that I have submitted so many times and with so much pleasure—the Employees of the Firm. We have a noble exemplification of the standard of our employees in Mr. Sudlow, and we have many splendid exemplifications amongst our employees. My heart always swells with pride when I recall the loyalty and deep devotion that I have received on every hand. Our destiny is what we make it, and the firm's

future is largely in your hands ; and with your co-operation, with our united energies, we can attain to even greater heights than we have yet reached. With scientific ideals we have been able to carry out work that commands respect, and now we have reached a stage of fair proportions, so that each of our departments practically constitutes a great business unto itself.

I will ask Mr. Collett Smith, who has been associated with us almost a quarter of a century, and who occupies one of the most responsible managerial positions in the firm, to respond to this toast for the employees.

Mr. J. COLLETT SMITH, MANAGER OF THE ESTATES DEPARTMENT, who was very cordially received, said : Mr. Wellcome, as one of the oldest of your employees I desire on their behalf and on my own to thank you very sincerely for giving us the opportunity of drinking to the toast of our noble selves. (Laughter.) Whenever you talk of your employees, Mr. Wellcome, you always speak in the kindest possible way, and this is always noticeable, not only to your employees themselves, but to those who visit us on occasions when we are assembled together.

To-night we meet under circumstances of very great grief, because of an event which some of us had anticipated for some time. But even in this grief you have tempered the wind to us shorn lambs, and have created a position whereby our old friend and counsellor, Mr. Sudlow, may still be with us. (Applause.) It is, as Mr. Sudlow has already said, another proof of your unswerving kindness to your employees.

I would like to add one word on behalf of your employees. To-morrow morning we start under a new régime. That is to say, under a new General Manager, and it will be our bounden duty—and a duty which you may rely upon us faithfully carrying out—to serve your new chief-lieutenant in the same way as we hope we have served our late General Manager, Mr. Sudlow. (Hear, hear.) I beg to thank you on behalf of the employees for the very kind way in which you have proposed this toast. (Applause.)

TOAST TO THE CHAIRMAN

MR. AUBREY T. HILL, MANAGER OF WORKS : Gentlemen,—I want you to join with me in drinking Mr. Wellcome's health. (Hear, hear.) Now, if there is any significance in the old custom of drinking health, and any truth in the very venerable proverb that it is not work but worry which kills, there is a special importance in our drinking our employer's

health. If worry is such a fatal agent, then the worry-producing capacities of a thousand or more employees will be inversely in proportion to their efficiency. Consequently you will see that our efficiency must have a very great effect on Mr. Wellcome's health. (Laughter.)

In a gathering like this, representing as it does practically every branch of the business, and representing both old employees and new, it is not necessary for me to say a word about Mr. Wellcome. We are, as we all know, indebted to him in very many ways. But I think we have never felt more gratitude than to-night when he has given us the opportunity of expressing our good feeling to Mr. Sudlow after his twenty-five years' service. Mr. Sudlow has been to us for a long time a friend, guide, and counsellor, he has been to us a model of what a business man should be, and a model of what a loyal servant should be. He has upheld before us a standard of duty to which I am afraid very few of us have been able to live up. For this we regard him with the utmost affection and even reverence, and I am sure I am expressing the feelings of everyone of you when I say that we have heard with great regret of the retirement of Mr. Sudlow from the most important post in the business, that of General Manager. But we are grateful to learn that he is still to remain in touch with us, and that we shall still come into contact with his genial self, and that his presence with us will be frequent, so that we may continue to have the benefit of his guidance and his cheerful presence.

Moreover, we look forward to the future with great confidence. I am sure that we all recognise that in Mr. Pearson's capable hands the business will not suffer. We look forward to him keeping us all in such good order that the business may continue to prosper, and that Mr. Wellcome's worries may be few. We also sincerely hope that thereby Mr. Wellcome's health may be safeguarded, that he may have many years of happiness before him, and that he may continue to guide his business to even still greater prosperity than it has achieved up to the present. Let us drink very cordially the health of Mr. Wellcome. (Cheers.)

The toast was honoured with great enthusiasm with musical honours and followed by cheers for Mr. Wellcome, Mrs. Wellcome and Henry Mounteney Wellcome.

The CHAIRMAN: Mr. Hill and Gentlemen, on behalf of Mrs. Wellcome, Henry Mounteney, and myself, I thank you. Mr. Hill has referred to the worries caused by my employees. I would rather speak of the happiness caused me by my employees. Again I thank you most heartily for your kind expressions.

